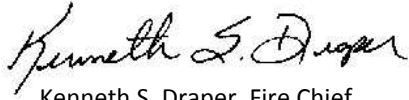
	MARTINSVILLE FIRE & EMS Standard Administrative Guideline	
	SAG NUMBER:	100.007
	SUBJECT:	Promotions – Operations Division
	REVISION DATE:	September 18, 2002
	EFFECTIVE DATE:	August 4, 2009
	SIGNATURE OF APPROVAL:	 Kenneth S. Draper, Fire Chief

I. Purpose:

The Martinsville Fire & EMS Department has a genuine interest in promoting in-house employees to higher level positions. In doing so, employees may have more positive attitudes and a stronger desire to remain with the organization. This guideline shall establish procedures for departmental promotions within the Operations Division. It is the goal of the department to help prepare employees for increased responsibility. However, the employees are expected to assume overall responsibility for career development. Whenever practical, the department will strive for promotion of internal employees. In the event that no one from within the department possesses the perceived knowledge, skills, and abilities of a given position, it may be necessary to solicit candidates from the external labor market.

Vacant officer positions within the Operations Division will be posted internally for at least 10 days. Interested candidates will submit a resume to the Deputy Chief, prior to the noted deadline. Following the ten-day period, testing will commence as soon as practical. In the event of future vacancies for the same position or same rank, test scores will be valid for one year.

II. Scope:

This SAG applies to all department personnel who aspire to be promoted within the organization.

III. Responsibility:

All department personnel are responsible for the guidelines contained in this SAG. Current officers as well as those desiring to become officers within the department should use this SAG to assist them in preparing for the promotional process. Ultimately, the Fire Chief, and/or his appointee, shall be responsible for enforcement of this SAG.

PAGE 2 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

IV. Guideline:

Procedures for promotions are listed by rank and job title.

A. Fire Lieutenant

- 1) Anyone not on probation and possessing the required qualifications (as outlined in the applicable job description) may apply for this position.
- 2) Anyone with a punitive personnel action within the past 12 months is not eligible for promotion.
- 3) Testing will be administered at four levels, each weighted one-fourth (or 25%).
 - a. Written Examination
 - A written examination of reasonable length, approximately 25, 50, or 100 multiple-choice questions will be given.
 - The test will be a validated examination, meaning that the examination is endorsed by an organization or committee of responsible individuals. Candidates will be notified of sources of test questions.
 - The written examination may consist of job-related questions, common-sense material, general fire and EMS knowledge, and use of judgment. Source(s) for test questions include the following:
 1. IFSTA – Fire & Emergency Services Company Officer, 4th Edition, Chapters 1 - 21
 - This portion of the testing process will be weighted one-fourth (or 25%) of the total promotional score. For every correct answer, the candidate will be awarded points based upon a 100% grading scale.

Example: A candidate correctly answers 22 out of 25 possible questions.

$$22 / 25 = 88.00\%$$

$$88.00 \times 0.25 \text{ yields a final score of } 22.00$$

b. Oral Interview

- An oral interview panel of three individuals will be utilized. Members will consist of an official with fire and/or EMS experience, an employee from another department within the City of Martinsville, and an at-large individual.
- Ten questions will be asked. Questions will include but not be limited to personal qualifications, career preparation, team-building, problem-solving skills, questions from the department's operating guidelines, points from the City's Employee Manual, and/or related questions.

PAGE 3 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- Each interviewer will receive a copy of the interview questions and a copy of the candidate's resume. The candidate is responsible for giving the Deputy Chief a copy of the resume by the deadline for applying for the position.
- Each question carries a minimum of 1 point and a maximum of 10 points.
- Evaluators use subjective criteria to award points for answers given by candidates.
- The total score is figured by summing all points from the interview, and then dividing by the number of interviewers (three). The oral interview is weighted one-fourth (or 25%) of the total test score.

Example: A candidate earns 88 / 92 / 84 points from the three interviewers.

$88 + 92 + 84 = 264$ points $264 / 3 = 88.00\%$

88.00×0.25 yields a final score of 22.00

- The interview will last no more than 30 minutes, but some candidates may finish within a shorter interval.

c. Assessment Center

- The candidate will complete an incident management system (IMS) assessment center, where they will simulate responding to, and mitigating a single-family residential structure fire scenario.
- A three-person panel will evaluate how the candidate manages the scenario and award points.
- The panel shall be comprised of qualified personnel from outside the department. The Deputy Chief or designee will appoint the panel. However, every reasonable effort will be made to solicit evaluators with experience and rank that closely matches the position for which the candidate has applied.
- A map of the scene and a surface for writing, such as a dry-erase board or flipchart, will be provided.
- The time limit of the scenario will be a maximum of 30 minutes.
- Evaluators will be provided with objective criteria for scoring candidates, with a total maximum score of 100 points.
- The total score is figured by summing all points from the assessment center, and then dividing by the number of panel evaluators (three). The assessment center is weighted one-fourth (or 25%) of the total test score.

Example: A candidate earns 88 / 92 / 84 points from the three evaluators.

$88 + 92 + 84 = 264$ points $264 / 3 = 88.00\%$

PAGE 4 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

88.00 X 0.25 yields a final score of 22.00

- Examples of criteria for scoring would be ensuring scene safety, notifying appropriate resources, employing various tactics, personnel accountability, etc.

d. Education and Certifications:

- Points will be awarded for possession of education and certifications based upon the candidate's completed portion of the department's career development plan for the particular position. For this section, no partial credit is awarded. If a candidate has started a course, but not completed it, the situation is treated as not having met the requirement.
- In order for education to count, the degree must be considered job-related for the particular position applied for by the candidate, as stated in the career development plan.
- In the department's career development plan, identifiers are listed that are considered bona-fide qualifications that enable the candidate to possess relevant knowledge to perform duties of the given position.
- The score is computed as follows. A candidate possessing all of the criteria from the career development plan will be awarded 100 points for the section. The 100 points is then multiplied by one-fourth (or 25%). The final score for this section would then equal 25.00 points for education/certifications. Additionally, a candidate possessing a portion of the criteria would receive a proportional score.

Example: A candidate possesses twelve out of fifteen criteria for Fire Lieutenant.

$$12 / 15 = 80.00\%$$

80.00 X 0.25 yields a final score of 20.00

- Once in the top five, candidates possessing certifications and/or education above and beyond would have a competitive edge in the remaining process.
- 4) After totaling scores from the written, interview, assessment center and education/certifications, candidates will be ranked from highest to lowest score.
 - 5) Candidates within the top five will be considered for the position(s).
 - 6) The Chief and Deputy Chief, along with an appointed panel of one Lieutenant, one Captain, and one Assistant Chief will continue the process with the top five candidates. At least one of the aforementioned officers must be a supervisor of the candidate if possible. In the event one or more of the aforementioned officers cannot serve on this panel, for whatever reason, the Chief shall appoint an alternate panel member(s).

PAGE 5 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- 7) All candidates in the top five will receive a second interview, this time with the previously mentioned panel. The candidate will have up to 30 minutes to state qualifications, experience, and/or answer questions from the panel.
- 8) Following the second interview, the candidate's personnel file, along with performance evaluations, will be evaluated by the Chief and Deputy Chief. The findings of such examination will be used to assess performance, punitive actions, and other indicators of anticipated performance for the position.
- 9) The candidate's officers will be interviewed by the panel pertaining to the candidate's ability to get along with fellow firefighters, how well the candidate is at working with others, the candidate's ability to perform under job-related pressure or stress, years of service, and the candidate's fit within the organizational culture.
- 10) The Chief and Deputy Chief will choose the candidate from the top five that is perceived to be the best qualified. In the event that no one from the top five is perceived to possess the required knowledge, skills, or abilities to perform duties, the department reserves the right to retest or solicit externally.

B. Fire Captain

- 1) Any current Fire Lieutenant not on probation and possessing the required qualifications (as outlined in the applicable job description) may apply for this position.
- 2) Fire Lieutenants with a punitive personnel action within the past 12 months are not eligible for promotion.
- 3) Testing will be administered at four levels, each weighted one-fourth (or 25%).
 - a. Written Examination
 - A written examination of reasonable length, approximately 25, 50, or 100 multiple-choice questions will be given.
 - The test will be a validated examination, meaning that the examination is endorsed by an organization or committee of responsible individuals. Candidates will be notified of sources of test questions.
 - The written examination may consist of job-related questions, common-sense material, general fire and EMS knowledge, use of judgment, labor laws, and/or supervisory questions. Source(s) for test questions include the following:
 1. IFSTA – Fire & Emergency Services Company Officer, 4th Edition, Chapters 1 – 32
 2. City of Martinsville Employee Manual, Online Edition, Chapters 6, 9, 10 and 12.

PAGE 6 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- This portion of the testing process will be weighted one-fourth (or 25%) of the total promotional score. For every correct answer, the candidate will be awarded points based upon a 100% grading scale.

Example: A candidate correctly answers 22 out of 25 possible questions.

$$22 / 25 = 88.00\%$$

$$88.00 \times 0.25 \text{ yields a final score of } 22.00$$

b. Oral Interview

- An oral interview panel of three individuals will be utilized. Members will consist of an official with fire and/or EMS experience, an employee from another department within the City of Martinsville, and an at-large individual.
- Ten questions will be asked. Questions will include but not be limited to personal qualifications, career preparation, team-building, problem-solving skills, questions from the department's operating guidelines, points from the City's Employee Manual, and/or related questions.
- Each interviewer will receive a copy of the interview questions and a copy of the candidate's resume. The candidate is responsible for giving the Deputy Chief a copy of the resume by the deadline for applying for the position.
- Each question carries a minimum of 1 point and a maximum of 10 points.
- Evaluators use subjective criteria to award points for answers given by candidates.
- The total score is figured by summing all points from the interview, and then dividing by the number of interviewers (three). The oral interview is weighted one-fourth (or 25%) of the total test score.

Example: A candidate earns 88 / 92 / 84 points from the three interviewers.

$$88 + 92 + 84 = 264 \text{ points} \quad 264 / 3 = 88.00\%$$

$$88.00 \times 0.25 \text{ yields a final score of } 22.00$$

- The interview will last no more than 30 minutes, but some candidates may finish within a shorter interval.

c. Assessment Center

- The candidate will complete an incident management system (IMS) assessment center, where they will simulate responding to, and mitigating a structure fire scenario.
- A three-person panel will evaluate how the candidate manages the scenario and award points.

PAGE 7 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- The panel shall be comprised of qualified personnel from outside the department. The Deputy Chief or designee will appoint the panel. However, every reasonable effort will be made to solicit evaluators with experience and rank that closely matches the position for which the candidate has applied.
- A map of the scene and a surface for writing, such as a dry-erase board or flipchart, will be provided.
- The time limit of the scenario will be a maximum of 30 minutes.
- Evaluators will be provided with objective criteria for scoring candidates, with a total maximum score of 100 points.
- The total score is figured by summing all points from the assessment center, and then dividing by the number of panel evaluators (three). The assessment center is weighted one-fourth (or 25%) of the total test score.

Example: A candidate earns 88 / 92 / 84 points from the three evaluators.

$88 + 92 + 84 = 264$ points $264 / 3 = 88.00\%$

88.00×0.25 yields a final score of 22.00

- Examples of criteria for scoring would be ensuring scene safety, notifying appropriate resources, employing various tactics, personnel accountability, etc.

d. Education and Certifications:

- Points will be awarded for possession of education and certifications based upon the candidate's completed portion of the department's career development plan for the particular position. For this section, no partial credit is awarded. If a candidate has started a course, but not completed it, the situation is treated as not having met the requirement.
- In order for education to count, the degree must be considered job-related for the particular position applied for by the candidate, as stated in the career development plan.
- In the department's career development plan, identifiers are listed that are considered bona-fide qualifications that enable the candidate to possess relevant knowledge to perform duties of the given position.
- The score is computed as follows. A candidate possessing all of the criteria from the career development plan will be awarded 100 points for the section. The 100 points is then multiplied by one-fourth (or 25%). The final score for this section would then equal 25.00 points for education/certifications. Additionally, a candidate possessing a portion of the criteria would receive a proportional score.

PAGE 8 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

Example: A candidate possesses twelve out of nineteen criteria for Fire Captain.

$12 / 19 = 63.16\%$

63.16×0.25 yields a final score of 15.79

- Once in the top three, candidates possessing certifications and/or education above and beyond would have a competitive edge in the remaining process.
- 4) After totaling scores from the written, interview, assessment center and education/certifications, candidates will be ranked from highest to lowest score.
- 5) Candidates within the top three will be considered for the position(s).
- 6) The Chief and Deputy Chief, along with an appointed panel of one Captain and two Assistant Chiefs will continue the process with the top three candidates. At least one of the aforementioned officers must be a supervisor of the candidate if possible. In the event one or more of the aforementioned officers cannot serve on this panel, for whatever reason, the Chief shall appoint an alternate panel member(s).
- 7) All candidates in the top three will receive a second interview, this time with the previously mentioned panel. The candidate will have up to 30 minutes to state qualifications, experience, and/or answer questions from the panel.
- 8) Following the second interview, the candidate's personnel file, along with performance evaluations, will be evaluated by the Chief and Deputy Chief. The findings of such examination will be used to assess performance, punitive actions, and other indicators of anticipated performance for the position.
- 9) The candidate's officers will be interviewed by the panel pertaining to the candidate's ability to get along with fellow firefighters, the performance of job duties as an officer of the department, how well the candidate is at working with others, the candidate's ability to perform under job-related pressure or stress, years of service, and the candidate's fit within the organizational culture.
- 10) The Chief and Deputy Chief will choose the candidate from the top three that is perceived to be the best qualified. In the event that no one from the top three is perceived to possess the required knowledge, skills, or abilities to perform duties, the department reserves the right to retest or solicit externally.

C. Assistant Fire Chief

- 1) Any current Fire Lieutenant and Fire Captain not on probation and possessing the required qualifications (as outlined in the applicable job description) may apply for this position.
- 2) Fire Lieutenants and Fire Captains with a punitive personnel action within the past 12 months are not eligible for promotion.

PAGE 9 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

3) Testing will be administered at four levels, each weighted one-fourth (or 25%).

a. Written Examination

- A written examination of reasonable length, approximately 25, 50, or 100 multiple-choice questions will be given.
- The test will be a validated examination, meaning that the examination is endorsed by an organization or committee of responsible individuals. Candidates will be notified of sources of test questions.
- The written examination may consist of job-related questions, common-sense material, general fire and EMS knowledge, use of judgment, labor laws, and/or supervisory questions. Source(s) for test questions include the following:
 - 3. IFSTA – Chief Officer, 2nd Edition, Chapters 1 – 13
 - 4. City of Martinsville Employee Manual, Online Edition, Chapters 6, 9, 10 and 12.
- This portion of the testing process will be weighted one-fourth (or 25%) of the total promotional score. For every correct answer, the candidate will be awarded points based upon a 100% grading scale.

Example: A candidate correctly answers 22 out of 25 possible questions.

$$22 / 25 = 88.00\%$$

88.00 X 0.25 yields a final score of 22.00

b. Oral Interview

- An oral interview panel of three individuals will be utilized. Members will consist of an official with fire and/or EMS experience, an employee from another department within the City of Martinsville, and an at-large individual.
- Ten questions will be asked. Questions will include but not be limited to personal qualifications, career preparation, team-building, problem-solving skills, questions from the department's operating guidelines, points from the City's Employee Manual, and/or related questions.
- Each interviewer will receive a copy of the interview questions and a copy of the candidate's resume. The candidate is responsible for giving the Deputy Chief a copy of the resume by the deadline for applying for the position.
- Each question carries a minimum of 1 point and a maximum of 10 points.
- Evaluators use subjective criteria to award points for answers given by candidates.

PAGE 10 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- The total score is figured by summing all points from the interview, and then dividing by the number of interviewers (three). The oral interview is weighted one-fourth (or 25%) of the total test score.

Example: A candidate earns 88 / 92 / 84 points from the three interviewers.

$88 + 92 + 84 = 264$ points $264 / 3 = 88.00\%$

88.00×0.25 yields a final score of 22.00

- The interview will last no more than 30 minutes, but some candidates may finish within a shorter interval.

c. Assessment Center

- The candidate will complete an incident management system (IMS) assessment center, where they will simulate responding to, and mitigating a structure fire scenario.
- A three-person panel will evaluate how the candidate manages the scenario and award points.
- The panel shall be comprised of qualified personnel from outside the department. The Deputy Chief or designee will appoint the panel. However, every reasonable effort will be made to solicit evaluators with experience and rank that closely matches the position for which the candidate has applied.
- A map of the scene and a surface for writing, such as a dry-erase board or flipchart, will be provided.
- The time limit of the scenario will be a maximum of 30 minutes.
- Evaluators will be provided with objective criteria for scoring candidates, with a total maximum score of 100 points.
- The total score is figured by summing all points from the assessment center, and then dividing by the number of panel evaluators (three). The assessment center is weighted one-fourth (or 25%) of the total test score.

Example: A candidate earns 88 / 92 / 84 points from the three evaluators.

$88 + 92 + 84 = 264$ points $264 / 3 = 88.00\%$

88.00×0.25 yields a final score of 22.00

- Examples of criteria for scoring would be ensuring scene safety, notifying appropriate resources, employing various tactics, personnel accountability, etc.

d. Education and Certifications:

PAGE 11 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- Points will be awarded for possession of education and certifications based upon the candidate's completed portion of the department's career development plan for the particular position. For this section, no partial credit is awarded. If a candidate has started a course, but not completed it, the situation is treated as not having met the requirement.
 - In order for education to count, the degree must be considered job-related for the particular position applied for by the candidate, as stated in the career development plan.
 - In the department's career development plan, identifiers are listed that are considered bona-fide qualifications that enable the candidate to possess relevant knowledge to perform duties of the given position.
 - The score is computed as follows. A candidate possessing all of the criteria from the career development plan will be awarded 100 points for the section. The 100 points is then multiplied by one-fourth (or 25%). The final score for this section would then equal 25.00 points for education/certifications. Additionally, a candidate possessing a portion of the criteria would receive a proportional score.

Example: A candidate possesses twelve out of twenty-two criteria for Assistant Fire Chief.

 $12 / 22 = 54.55\%$

 54.55×0.25 yields a final score of 13.64
 - Once in the top three, candidates possessing certifications and/or education above and beyond would have a competitive edge in the remaining process.
- 4) After totaling scores from the written, interview, assessment center and education/certifications, candidates will be ranked from highest to lowest score. A candidate that is currently a Fire Captain with this department will have three bonus points added to their cumulative score. This adjustment is made to give Fire Captains credit for experience gained within the department.
 - 5) Candidates within the top three will be considered for the position(s).
 - 6) The Chief and Deputy Chief, along with an appointed panel of one Captain and two Assistant Chiefs will continue the process with the top three candidates. At least one of the aforementioned officers must be a supervisor of the candidate if possible. In the event one or more of the aforementioned officers cannot serve on this panel, for whatever reason, the Chief shall appoint an alternate panel member(s).

PAGE 12 OF 12	MARTINSVILLE FIRE & EMS Standard Administrative Guideline
SAG NUMBER:	100.007
SUBJECT:	Promotions – Operations Division

- 7) All candidates in the top three will receive a second interview, this time with the previously mentioned panel. The candidate will have up to 30 minutes to state qualifications, experience, and/or answer questions from the panel.
- 8) Following the second interview, the candidate's personnel file, along with performance evaluations, will be evaluated by the Chief and Deputy Chief. The findings of such examination will be used to assess performance, punitive actions, and other indicators of anticipated performance for the position.
- 9) The candidate's officers will be interviewed by the panel pertaining to the candidate's ability to get along with fellow firefighters, the performance of job duties as an officer of the department, how well the candidate is at working with others, the candidate's ability to perform under job-related pressure or stress, years of service, and the candidate's fit within the organizational culture.
- 10) The Chief and Deputy Chief will choose the candidate from the top three that is perceived to be the best qualified. In the event that no one from the top three is perceived to possess the required knowledge, skills, or abilities to perform duties, the department reserves the right to retest or solicit externally.

D. Miscellaneous

- 1) After promotions are announced by the Deputy Chief or Chief, each candidate has the right to examine his/her scores in presence of the Deputy Chief or Chief.
- 2) Each candidate is entitled, per request, to see his/her answers to written examinations, comments made by evaluators from the assessment center, or written comments from the interview process.
- 3) Any candidate opting to contest any written test question must do so within three days, in writing, to the Deputy Chief or Chief, following the announcement. The candidate, if able to show an incorrect answer or error in scoring that affects the outcome, may have such overturned by the Deputy Chief or Chief.
- 4) No candidate may reproduce, write down, or copy any portions of the examinations.
- 5) Test scores are valid for a period of one year. For future promotions, the Deputy Chief or Chief has the option of promoting from the previous scores or re-advertising again.

E. Final Approval

- 1) After promotions are finalized, official approval is contingent per the City Manager's acknowledgement, per City personnel guidelines.